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Executive Registry

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27 March 1979

MEMORANDUM FOR THE RECORD

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FROM:

Information Resources Office

SUBJECT: HPSCI Hearing on Community ADP Management, 22 March 1979,
0900-1200 Hours

Committee Attendees

Congressman Edward Boland, Chairman
(Portion of the hearing)
Congressman Charles Rose
Congressman G. William Whitehurst
(Portion of the hearing)

Staff

Mr. Giza
Ms. Smiley
Mr. Long
Others

Witnesses

Also Attending

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Congressman Rose, Chairman of the Subcommittee on Evaluation, called the hearing to order at 0900 hours. He welcomed the witnesses and then stated the purpose of the hearing; was to receive a progress report from IRO and DOD (DIA) that addressed the management of ADP resources; specifically:

a. Information Resources Office:

- Review of Community-wide management initiatives since IRO's appearance before the Subcommittee in March 1978
- Progress report on IRO contractual efforts
- Current problems, strengths and weaknesses of the management approach
- Future planning and long range issues

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b. Department of Defense (DIA):

- Overview of the Department of Defense Intelligence Information System (DODIIS) Master Plan
- Provide additional detail on what PDSC and EUCOM aides will provide for analysts and a progress report on their implementation
- The future impact of analyst support systems such as SAFE to other GDIP elements
- Description of activities to procure standardized software and common user languages

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25X1A [redacted] testified first by reading his prepared statement. At various points during [redacted] testimony, Congressman Rose interrupted to ask questions. A summary of this dialogue follows:

Program and Budget Management: Mr. Rose asked whether Community organizations fully justify their ADP budgets to IRO. [redacted] replied affirmatively. Mr. Rose then went on to ask whether IRO's evaluation of ADP budgets included written justification by the departments and agencies of their "on-line disc drive needs." Mr. Rose noted his Subcommittee has found such justifications useful in identifying poor data base management practices. He also asked whether IRO has a method for checking how frequently various files in the Community are used. [redacted] replied that hardware requirements such as disc drives require specific justification as part of budget submissions, but no evaluative technique based thereon is used by IRO along the lines Mr. Rose was suggesting. [redacted] stated that line-management keeps records on file usage and that IRO's managerial role was to insure such records exist and are maintained. Mr. Rose then asked if IRO looks only at new and expanding ADP systems in ADP budgets. [redacted] replied that IRO follows the principles of ZBB and reviews all ADP systems from the ground up.

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Managerial Authority: Mr. Rose stated he had asked [redacted] during ADP testimony before this Subcommittee in 1978 whether [redacted] would be given all the authority needed to effectively deal with Community ADP problems. Mr. Rose indicated that [redacted] had not provided the Committee with a reassuring answer. Mr. Rose noted a year had now passed, and wondered if [redacted] had experienced problems which IRO could not resolve because of limits to its authority. Mr. Rose specifically asked [redacted] if IRO was monitoring project implementation, and whether implementation was going to be an "issue." [redacted] stated he was optimistic, based on his experience, that IRO's authority was fully recognized within the program and budget review activities of RMS. He stated that implementation was an issue because of difficulties assessing "how far to go." Mr. [redacted] noted IRO would be involved in the implementation of Project SAFE.

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Review of Cross-Program ADP: Mr. Rose noted SAFE was a cross-program project and asked if IRO had dealt with any other initiatives of a cross-program nature. [REDACTED] stated that SAFE was the only cross-program project IRO had reviewed in 1978. Mr. Rose asked if projects like CAMS, COINS and NDS, which provide Community-wide services, should be funded outside of a particular agency's budget because of difficulties in competing with agency unique priorities. [REDACTED] stated this matter needed more study before a definitive answer could be given.

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Funding
of Community-
wide services

Contracts and Personnel: Mr. Rose asked about the selection of IRO contractors; in particular, if IRO used contractors who were not involved with the development of the systems, like COINS, which IRO was interested in. Mr. Rose noted he would feel secure if "Ford audited GM," but insecure if "Oldsmobile audited GM."

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[REDACTED] acknowledged the problem, and stated that in the case of COINS the IRO contractor had not been involved in the previous development of that system. Mr. Rose asked if a larger IRO staff would offset IRO's dependance on contractors and how many additional staff might be required. [REDACTED] replied that the question of IRO staffing would be addressed in the FY 81 budget cycle.

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During his testimony, [REDACTED] described IRO's various study efforts; in particular, the ELINT study and the Analyst Support Study. With regard to ELINT, [REDACTED] provided the Committee with flow diagrams and traced information flows at various levels of processing detail. Congressman Rose asked if a copy of the ELINT study would be provided to the Subcommittee. [REDACTED] noted the study was not complete, but a copy would be provided at the first opportunity. Mr. Rose was particularly pleased to hear that IRO would conduct an information flow study addressing imagery in a way which paralleled the ELINT study methodology. Mr. Rose stated the Subcommittee was concerned imagery processing costs were getting out of control. Mr. Rose asked [REDACTED] to periodically visit the Committee for "off the record" discussions and to provide periodic status reports on this particular initiative.

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[REDACTED] finished his testimony at approximately 10:05. At that time, Mr. Rose stated a gap existed between the "old" and "new" generation of public policymakers. The older generation was not mentally equipped to use ADP in their policymaking activities, whereas the new generation was so equipped. Mr. Rose asked whether ADP technology was integrated into IC policymaking; in particular, was the manipulation of machines "distant" from the top-level manager? [REDACTED] replied that the technology was indeed integrated, and that senior management members in the Community were fully aware of that technology and its value to policymaking. [REDACTED] noted the CIA's EAG was "no paper exercise" and that the former Chief of the Office of Data Processing at CIA had recently been elevated to a Associate Deputy Director's position. Mr. Rose then asked who the highest official

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He noted that C3I seemed to say their ability to manage IRA ADP resources was poor. [REDACTED] was asked how DIA deals with C3I on these matters, and who the overall manager of the DODIIS-IRA interface is? [REDACTED] 25X1A said he maintains active liaison with C3I insofar as GDIP ADP resources are concerned. He stated the IRA manager is C3I. DIA witnesses completed testifying at 11:30 hours.

Mr. Rose thanked all witnesses and stated questions for the record would be forthcoming.

In summary, the hearing was not argumentative. The Subcommittee's purpose appeared to be simply to gain a status report from IRO and DIA as a follow-on to testimony given in 1978.

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